WCF
WORKING CAPITAL FUND
U.S. DEPARTMENT OF ENERGY

**Integrated Management Navigation System
Business Line
FISCAL YEAR 2008 – 2012 PLAN**

Title Page

Document Name: iManage Business Line FISCAL YEAR 2008 – 2012 PLAN

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Executive Summary

Mission: The mission of the Integrated Management Navigation System (iManage) Program (consisting of the Standard Accounting and Reporting System (STARS), the iManage Data Warehouse/Portal (IDW/Portal), the Corporate Human Resources Information System (CHRIS), the Strategic Integrated Procurement Enterprise System (STRIPES), and the Standard Budget System (SBS)) is to supply the Information Technology (IT) tools (systems) that provide a secure, consolidated, standardized, and streamlined Department-wide effort integrating financial, budgetary, procurement, personnel, program and performance information at the lowest possible cost. This unified system will be supported at the core by a central data warehouse that links common data elements from each of the Department's business systems.

Vision: Each manager will use the central data warehouse/portal as a "knowledge bank" of information about portfolios, programs or projects to improve decision making. Modernizing and integrating corporate systems is essential for maintaining the Department's ability to meet internal and external stakeholders ever changing requirements and to ensure data integrity. A completely operational iManage program will position DOE to migrate to the federal Human Resources, Financial Management, Grants Management, and Budget Lines of Business as well as the e-Gov Integrated Acquisition Environment initiative starting in FY 2009.

Status: The current STARS/IDW WCF Business Line is being renamed the iManage WCF Business Line. A STRIPES Business Line was accepted in FY 2009 and will be merged into the iManage business line starting in FY 2009. SBS will be submitted for inclusion to start in FY 2011. The CHRIS project has its own WCF business line due to its different pricing policy.

Balance Score Card Objectives:

> **Customers:** Satisfy Customer Needs for Timely and Accurate Financial Data.
> **Financials:** Control Business Expenses.
> **Internal Processes:** Increase system productivity and leverage infrastructure by integrating the remaining iManage systems.
> **Learning and Growth:** Improve knowledge, skills and abilities of business line staff.

iManage Accomplishments:

FY 2007:

- Number of help desk calls per 100 users per year for STARS and IDW/Portal decreased to 1.7.
- 44% of STARS & IDW/Portal Tier 1 help desk calls are handled on 1st call.
- 93% of new IDW/Portal Discoverer Plus users trained.
- Number of IDW/Portal reports run per month has been increased to over 4600.
- Number of IDW/Portal Users has reached 1500.
- Average time to respond to and close Tier 1 help desk tickets reduced to 2hrs 45 minutes.

- No additional new General Ledger Authorities needed formulation.
- The amount of time required to run an IDW/Portal Extraction Transformation and Load routine (ETL) has been reduced to 4 hours.
- CHRIS data reliability is over 99.3%.
- 48% of customers satisfied with ease of use and overall system performance of the iManage systems STARS and IDW/Portal.
- Average Time to run a standard IDW/Portal report has been reduced to 30 seconds.
- Normal hours of operation (Business Hours) have been expanded to cover 6 a.m. to 9 p.m.
- 99% system uptime during normal business hours.

FY 2008 Goals:

- Maintain a customer support satisfaction rating of at least 60%.
- Perform 30% of all new procurement awards via electronic methods.
- Maintain constant or increasing level of training for iManage users.
- 98% of services are delivered on time.
- Maintain a green rating on 7 or more categories out of 10 as recorded on the OMB Measurement Tracking System.
- Ensure year-end accounts are closed and carried forward accurately and that month-end is closed by the 3rd work day.
- Maintain data error rate below 2%.
- Maintain 100% preparation for emergencies.
- Maintain 100% security accreditation.
- Ensure an 80% consistency data rate.
- Maintain an iManage system uptime in excess of 95% of schedule.
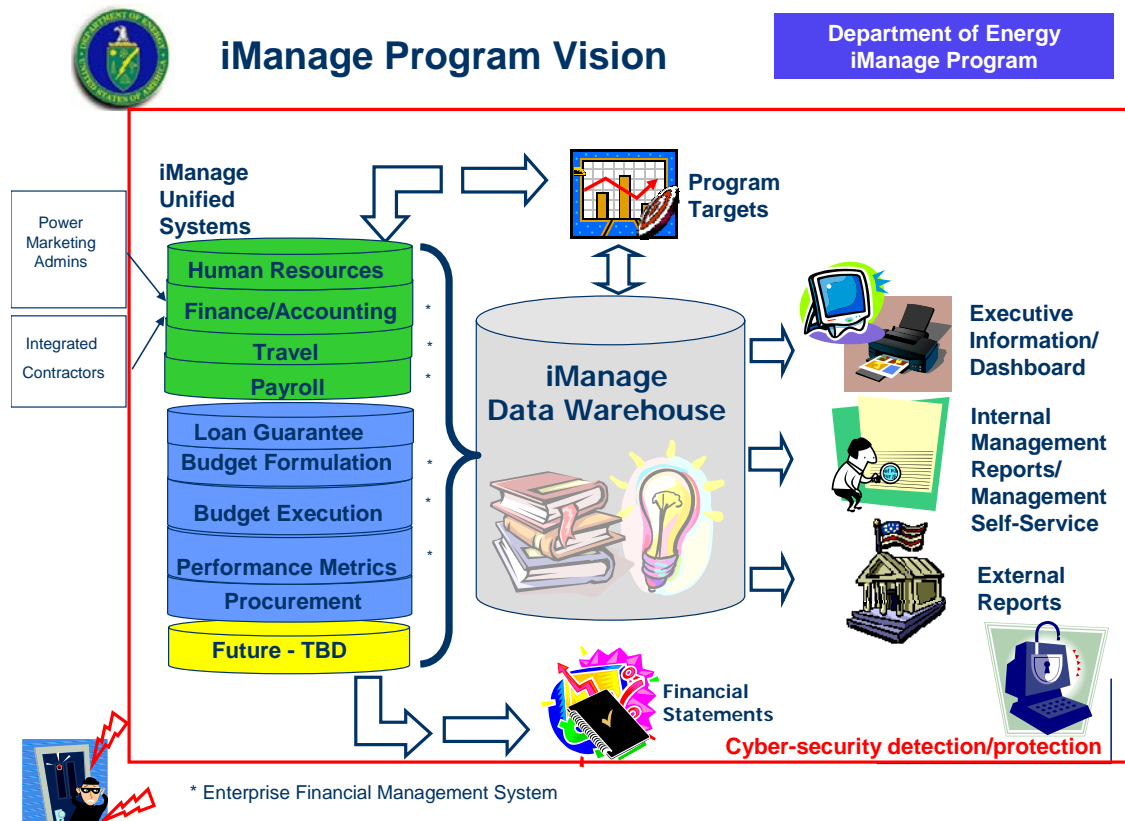
Introduction

The iManage business line currently supports the operations and maintenance of the Standard Accounting and Reporting System (STARS) and the Integrated Management Navigation System Data Warehouse (IDW/Portal). STARS and the IDW/Portal, as part of iManage, were introduced into the Working Capital Fund in FY 2006. The iManage WCF business line is addressing the IT solution that facilitates the larger functional process. It is difficult to look at an IT system and expect it to be driving the process. Rather, the IT system is really facilitating the process. As an example, STARS is the IT accounting system of record for the Department, but the larger picture is the accounting function itself. STARS is only one of the tools used to support the accounting function of the Department.

Better Service Offerings: The iManage program will integrate the Department of Energy corporate business management systems (financial and cost accounting, travel, payroll, budget formulation and execution, procurement and contracts management, and human resources) to provide management and staff the timely information they need to manage their programs/projects. The next corporate business system to be integrated into iManage is the Strategic Integrated Procurement Enterprise System (STRIPES) which is scheduled for production in FY 2008. The inclusion into the iManage business line will begin in FY 2009. The last of the corporate systems scheduled for integration into iManage is the Standard Budget

System (SBS). SBS will be requested for inclusion into the iManage business line in FY 2011. The current planning assumes that STRIPES and SBS will use the same WCF Pricing Policy as iManage.

The iManage program also includes the Corporate Human Resources Information System (CHRIS) and Payroll. CHRIS and Payroll are currently supported by separate WCF business lines.

iManage Program Vision

Department of Energy
iManage Program

iManage Unified Systems

Power Marketing Admins

Integrated Contractors

Human Resources
Finance/Accounting *
Travel *
Payroll *
Loan Guarantee
Budget Formulation *
Budget Execution *
Performance Metrics *
Procurement
Future - TBD

Program Targets

iManage Data Warehouse

Executive Information/ Dashboard

Internal Management Reports/ Management Self-Service

External Reports

Financial Statements

Cyber-security detection/protection

* Enterprise Financial Management System

Planning Process:

The objectives for supplying business line performance are in line with those of the Office of Chief Financial Officer (CF), the Office of the Chief Information Officer, the Office of Management and Budget (OMB), and the WCF, and support the Department's strategic objective of Management Excellence and the other strategic objectives via a supporting role. CF objectives are to provide DOE with the best value and with quality corporate IT systems and services. The WCF objectives are to improve the efficiency of DOE corporate IT systems and services and to provide accurate full-cost budgets. Each year the business line updates its five-year plan using a balanced scorecard approach with objectives, performance goals to measure success, and strategies to reach objectives. Progress towards these balanced scorecard objectives are reported to the WCF Board on a quarterly and annual basis.

Pricing policies are implemented based on the guidelines provided in WCF Guide to Services, Policies and Procedures (the Blue Book or at website www.wcf.doe.gov).

Environmental and competitor analysis:

During the life-cycle of this iManage business line plan, FY 2008 - FY 2012, the final two systems, STRIPES and SBS, will be implemented and incorporated into the WCF for operational support.

This analysis has been broadly focused on current services and the inclusion of the new services that will be incorporated into the iManage business line in the next three years. This analysis will also examine ways to improve these IT corporate services. Lastly, the analysis will focus on the OMB requirement to align in some fashion with the different federal Lines of Business while continuing to meet internal DOE requirements.

The performance goals and objectives of this plan are consistent with the larger goals and objectives of the Department, OMB Measurement and Tracking System, and DOE experience.

The objective of the iManage business line is to supply the Information Technology systems that provide a secure, consolidated, standardized, and streamlined Department-wide effort integrating financial, budgetary, procurement, personnel, program and performance information at the lowest possible cost to facilitate better decisions being made.

The objectives are based on both internal and external customer needs and the mission of DOE.

External regulation and partnerships:

The oversight role is continually being performed. During this five year plan, the iManage program will continue to require yearly approval by OMB through the submission of an Exhibit 300 business case. This submission covers the development/modernization/enhancement and operational aspects of iManage. OMB also requires an annual independent Integrated Baseline Review with results reported as part of the budget process. Quarterly Control Reviews are required by the Office of the Chief Information Officer and are reviewed and scored by the larger IT Council. Over and above these reviews is the Operational Analysis (OA) which deals with the operational aspects of the iManage program. The OA is a yearly requirement that examines the program's performance objectives as well as future requirements at the best cost to the Department.

As part of the President's Management Agenda e-Gov initiatives, iManage must report both federal and contractor expenses twice yearly.

OMB is requiring every agency to align in some fashion with the federally mandated Lines of Business. DOE will have to analyze the cost implications as well as the technical aspects of this requirement. This effort is not expected to get underway until FY 2008. It is anticipated that any conversion costs will be outside the WCF, but resulting operational costs will be funded by the WCF. However, the goal of this effort is to reduce government-wide costs, so there should be

some efficiency and there are offsetting expenses currently being borne in other parts of the DOE. Any increased costs will be discussed with the Board before there is a change in pricing policy.

Congress and OMB are both encouraging the government to use commercial off the shelf (COTS) products when developing new or legacy replacement applications. By using a commercial product and tailoring it to the department's specific needs the department reduces the development costs but ties itself to the future direction of the vendor's product. Thus when the vendor changes his product to offer new features or enhance security or any other of a myriad of circumstances the Department must bear the costs of following these upgrades. This keeps the department in a fully supported state of the art application thus reducing its exposure to failures.

Resources and capabilities of the organization:

The iManage teams are comprised of individuals whose backgrounds include not only budget, accounting, procurement, and human resources knowledge, but also information technology, security, data warehouses, and data management systems. OMB and the Office of Federal Procurement Policy require that the program manager and all of the project managers be certified as meeting stated requirements.

In addition to the federal teams, the support services contractors form a major resource available to the iManage Business Line. These contractors also hold many certifications from industry affiliates.

Needs and capabilities of customers:

iManage is unique in that it has many customers, both internal and external to the Department. Every dollar spent and, with the finalization of SBS, every dollar requested is touched by iManage. OMB continually requests reports related to expenditures and planned expenditures. There are direct interfaces with the Treasury Department. Current requirements from the external customers of iManage are continually being expanded and will likely change with the upcoming administration change in CY 2008. These will be felt in FY 2009 and beyond. Changes will need to be made to meet these as yet unknown requirements.

The influence of major external stakeholders, OMB, the Treasury, and the Congress, is great, however, our main focus is on internal stakeholders, that is, the mission and staff programs of DOE. We are focused directly on providing integrated corporate business and reporting capabilities to meet the dynamic requirements of DOE Senior Leaders for better and faster management decisions supported by accurate and timely financial data.

Future competitive advantages:

To maintain the iManage competitive advantage, the operations and functioning of activities similar to iManage within other Departments will continue to be observed. Remaining current with the vendor supplied application software will keep any changes to a minimum while supporting any requirements from the external customers. To keep operational cost aspects to a

minimum, we will continue to work with the federal Lines of Business leaders in developing policy.

Economic Analysis of iManage Business Line

Breakdown:

Inputs to the iManage business are:
- Application Hosting Environment (Hardware/Operating System/Database/Network Infrastructure support from CIO)
- Oracle License (Maintenance)
- Functional Application Support/Expertise
- Disaster Recovery
- Customer Service Help Desk

FY 2007 ($ thousands)

Pricing Segment	Overhead			Direct			Percent of Costs				
	Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies	Subtotal	Federal FTE	Related Exp	Other Mgt	Labor	Materials and Supplies
iManage											
AHE fee				750		750				100%	
SW maint					306	306					100%
Funct sp				3021		3021				100%	
DR					65	65					100%
Help Desk				370		370				100%	
CF-40	788	117				905	87.07%	12.93%			
	788	117		4,141	371	5,417	14.54%	2.16%	0.00%	76.44%	6.85%

There are no incremental costs to operating the system. Costs of operations are fixed in the short run and are subject to technical policy decision related to financial management. The actual cost of performing the financial management function is borne by the various overhead organizations like the CFO's Energy Finance and Accounting Service Center and the Oak Ridge Financial Service Center, and the individual program and staff offices. Additional support for training and support for program reporting is provided by the Office of the Chief Financial Officer.

Cost Trends:

The actual costs for operating this system will increase due to increasing contractor costs, offset in some degree by productivity improvements and projects transitioning fully to steady state. Enhancements to the system are driven by external financial policy directives, evolving internal requirements, Office of Management and Budget requirements, Office of the Chief Information Officer, and system modernization. At this time, costs for current accounting and reporting functions are expected to be $4.5 million/year, with an additional $2.4 million/year for STRIPES commencing FY 2009. Additional costs will be incurred when the Standard Budget System (SBS) financial management functions are added in FY 2011. Additional requirements have been subsidized by the Office of the Chief Financial Officer organization in the past.

Baseline Data:

Because this is the first year of this economic impact analysis, there is little data on which to baseline. We updated this economic impact analysis with FY 2007 data which will form the basis for comparing these results for trends in future fiscal years.

Balanced Scorecard

Customer Objective: Satisfy Customer Needs for Timely and Accurate Financial Data.

Provide customers with accurate and timely financial management data/reports to manage programs/projects and to continue to develop and implement strategies to deploy technology and training to customers. Financial data that does not reach customers is a wasted opportunity.

The business line understands that customers are using iManage to track and manage their daily reservations, obligations, costs and payments required to support their programs/projects. iManage helpdesk information and customer outreach efforts will continue to be the means used to obtain customer expectations, address concerns, measure performance, and communicate information.

The next step is the development of a dashboard. The dashboard will help monitor and manage project/program performance and operations. Using the dashboard, management will be able to easily interact with complex information using intuitive and rich visual presentations such as graphs, charts, tables, and gauges. The dashboard will help managers gain control by being pro-actively notified about events of interest, seamlessly viewing real-time information across heterogeneous systems and managing response activities in an integrated manner.

Performance Goal	Performance Standard
% of customers that are satisfied	Increase customer satisfaction rating

Baseline:

	FY 2006	FY 2007	FY 2008
Increase customer satisfaction rating	0	48%	60%

Strategies:

Strategies for accomplishing goals	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Perform customer satisfaction surveys	X	X	X	X	X

Financial Objectives: Control Business Expenses.

The Corporate System costs of iManage are a small share of the costs to the Department of managing these corporate assets, whether they are federal salaries, contractual transactions, or financial reporting to name a few. iManage is our attempt to leverage the system costs that enable DOE to manage corporate assets in the most cost effective way that also provides maximum utility to internal DOE managers and accurate and timely reporting to our external stakeholders. Every agency has the same challenges. DOE efforts can be benchmarked against other agencies. Also, because of the Line of Business efforts of OMB, productivity statistics for these systems are being developed to compare one service offering against the others. DOE iManage is competing with every agency and Line of Business to show efficiencies. If DOE fails in this race to the bottom line, DOE managers stand to lose the DOE specific functionality that iManage seeks to provide. It is in all of our interests to make iManage succeed.

Baseline:

Costs for comparison with Lines of Business are still being developed by the various Lines of Business working groups. Once they are available, we will evaluate the comparability to iManage costs to DOE.

Strategies:

Strategies for accomplishing goals	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Select best contract vehicle	X	X	X	X	X

Internal Processes Objective: Increase system productivity and leverage infrastructure by integrating the remaining iManage systems

Maintain systems that effectively support the Department's accounting and financial reporting operations, maintain strong internal controls to ensure the integrity of the operations, data and reports, and evaluate and/or reengineer policies, procedures, and business practices to enhance operations and promote integration with other corporate business systems.

The general strategy is to continue the efforts to improve the overall operations of iManage and to promote the integration of all corporate business applications/functions. The iManage Business Line will continue to promote operational efficiencies and enhancements to improve service to its customers.

The main competitive advantages for iManage are sound/qualified project management, disciplined and documented configuration management processes, strong internal controls, high-level of subject matter expertise on project teams, best business practices incorporated into the application software, and a consolidated environment that promotes standard and consistent Department-wide polices and procedures.

The Federally-certified core accounting system (Oracle) places the Department in a position to support the Department's accounting and financial management needs for many years. It also places the Department in a position to support the OMB's Lines of Business.

Performance Goal	Performance Standard
On time service	98% of services are delivered on time
	Ensure year-end accounts are closed and carried forward accurately
	Ensure month-end is closed by 3rd working day
Strong internal controls	Maintain data error rate below 2%
	Maintain 100% preparation for emergencies
	Maintain 100% security accreditation
	Ensure an 80% consistency data rate
Enhance service	Maintain uptime in excess of 95% of schedule
Degree to which users are adequately trained	Maintain constant or increasing level of training

Baseline:

	FY 2006	FY 2007	FY 2008
98% of services are delivered on time (uptime)	95%	98%	98%
Ensure year-end accounts are closed and carried forward accurately	No issues	No issues	No issues
Ensure month-end is closed by 3rd working day	5th work day	3rd work day	3rd work day
Maintain data error rate below 2%	Not tracked	.7%	.7%
Maintain 100% preparation for emergencies	100%	100%	100%
Maintain 100% security accreditation	100%	100%	100%
Ensure an 80% consistency data rate	Not tracked	80%	80%
Maintain system uptime in excess of 95% of schedule	95%	99%	95%+
Maintain constant or increasing level of training	70%	92%	92%

Strategies:

Strategies for accomplishing goals	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Examine AHE agreement for process improvements	X	X	X	X	X
Update C&A	X	X	X	X	X
Review A-123 for required process changes	X	X	X	X	X
Update DR plan & participate in AHE DR	X	X	X	X	X

exercises					
Schedule training for all new iManage users	X	X	X	X	X

Learning and Growth Objective: Improve knowledge, skills and abilities of business line staff.

The iManage Business Line uses team building to coordinate combined efforts.
- Building a management team eliminates barriers to performance such as opposition from employees and customers.
- Communication is the primary tool for team building.
- Problem solving is aggressively pursued, relying on root cause analysis to develop appropriate organizational solutions.
- Progress in solving problems is documented in order to create a knowledge base that enables one to avoid future problems and repeating the same mistakes.
- Finally, changes are monitored to anticipate problems and to recognize problems before they go beyond acceptable levels.

Annually, current and proposed Business/Operational drivers are reviewed and the training and development needs for the business are determined, documented and monitored for all IT staff employees through Individual Development Plans (IDPs). All Project Managers (PMs) and other selected staff, including contractor support, are qualified at the appropriate level or have a schedule for attaining PM qualification.

Performance Goal	Performance Standard
Employee IDPs	All employees have an IDP
PMs with PM level 1 qualification	All Project Managers have attained level 1
PMs with PM level 2 qualification	All Project Managers have attained level 2
PMs with PM level 3 qualification	Program Manager has attained level 3
OMB Exhibit 53 & 300 Preparation	Federal staff & contractors attend training

Baseline:

	FY 2006	**FY 2007**	**FY 2008**
% of employees with IDPs	100%	100%	100%

% of Project Managers qualified at given levels	**FY 2006** (9 PMs)	**FY 2007** (8 PMs)	**FY 2008** (8 PMs)
Level 1	100%	100%	100%
Level 2	50%	100%	100%
Level 3	22%	38%	38%

Strategies:

Strategies for accomplishing goal	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Ensure all employees have IDPs	X	X	X	X	X
Ensure all PMs at highest qualification level needed	X	X	X	X	X
Ensure appropriate staff & contractor support attend necessary A-11 training	X	X	X	X	X